



**BUILDING
ORGANIZATIONAL
CAPABILITY**

CERTIFICATE PROGRAM MASTER CERTIFICATE IN THE ESSENTIALS OF HOSPITALITY MANAGEMENT

6-course certificate series from Cornell University's School of Hotel Administration

SHA01 **Managing People More Effectively**

SHA04 **Managing Dynamic Teams**

SHA02 **Marketing Analysis in the Hospitality Industry**

SHA05 **Marketing Planning in the Hospitality Industry**

SHA06 **Managerial Accounting in Action**

HAME513 **Understanding Financial Statements, and**

HAME514 **Using Ratio Analysis to Evaluate Financial Performance**

Or

SHA03 **Principles of Financial Accounting in the Hospitality Industry**



eCORNELL

1-866-326-7635 | www.eCornell.com/capability



Course Experience—Program Quality

eCORNELL




Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

-  Learning experiences that target individual competencies and skills
-  Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
-  Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
-  Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
-  New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our “structured flexibility” and active instructor facilitation provide course milestones that build motivation and results in industry-leading completion rates.

-  Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
-  Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
-  In the end, 95% of students would recommend to their peers that they take an eCornell course.



Master Certificate Master Certificate in the Essentials of Hospitality Management

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Overview

Each year, hundreds of professionals who want to sharpen their exiting skills, develop new skills, and enhance their understanding of Hospitality Management participate in executive education programs from Cornell's School of Hotel Administration. eCornell has worked hand-in-hand with the Hotel school to adapt its renowned Professional Development Series for convenient online delivery.

The Master Certificate in the Essentials of Hospitality Management addresses the skills and competencies required of employees ascending to management positions and those recently promoted to management positions in the hospitality industry. Students learn valuable techniques for managing their time to increase efficiency and productivity and managing teams to increase the level of participation and the effectiveness of team members. They also learn fundamental concepts and techniques related to marketing, financial analysis, and accounting. In short, these courses are designed to build a foundation of skills to help new managers succeed and to progress in the organization.

Note: eCornell courses can be used to satisfy requirements for on-campus Professional Development Program certificates as well as online Foodservice Management certificates. Two online courses (15 hours of instruction per course) are equal to one on-campus course (30 hours of instruction per course).

Component Courses

To earn the Master Certificate in the Essentials of Hospitality Management, students must complete the following five courses totaling approximately 75 hours of learning:

- SHA01 **Managing People More Effectively**
- SHA02 **Marketing Analysis in the Hospitality Industry**
- SHA04 **Managing Dynamic Teams**
- SHA05 **Marketing Planning in the Hospitality**
- SHA06 **Industry Managerial Accounting in Action**

To satisfy the financial accounting portion of the Master Certificate, students must complete either of the following two programs, each totaling approximately 13 hours of learning:

- HAME513 **Understanding Financial Statements**

And ...

- HAME514 **Using Ratio Analysis to Evaluate Financial Performance**

Or ...

- SHA03 **Principles of Financial Accounting in the Hospitality Industry**

Target Audience

The Master Certificate in the Essentials of Hospitality Management is appropriate to employees and managers in the hospitality industry who are seeking an opportunity to obtain a richer, deeper understanding of industry best practices from a leading Ivy League institution.

Accreditation

Participants who successfully complete all required courses in the series receive an Essentials of Hospitality Management Certificate from Cornell University's School of Hotel Administration.

Managing People More Effectively

Course Number: SHA01



Course Overview

In order to compete in the hospitality industry, outstanding service must be the rule--not the exception. Superior service is based on effective teamwork and a manager's ability to prioritize work for their employees and themselves and to effectively manage stress. In this course, participants will explore personal tendencies that affect time management behaviors and effective strategies to solve personal time management problems. They will learn to recognize the signs of stress, how it affects both the individual and the organization, and strategies to eliminate common stressors. The course will also focus on how to identify employees who are having personal problems that affect their work, and how effective counseling can promote higher productivity.

Target Audience

This course is crucial for hospitality professionals who lead or manage teams of people and seek to enhance employee productivity and effectiveness.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify personal tendencies that affect time management behaviors
- Implement effective strategies to solve personal time management problems
- Apply techniques to efficiently manage the time of employees
- Understand how stress impacts both the individual and the organization
- Employ strategies to eliminate common stressors
- Recognize signs of extreme stress in employees and implement a five stage counseling process

Course Benefits

In this course, participants learn about:

- Strategies for eliminating procrastination
- Effective prioritization of tasks
- Constructive confrontation as a tool for managing employees with time management difficulties
- Goal setting and devising a personal action plan
- Personal signs of stress
- Successful stress management
- A manager's role as counselor in the hospitality industry
- Attitudes and values needed to effectively counsel staff
- Signs that counseling may be required
- Six techniques for effective counseling

Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

Faculty Authors

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Marketing Analysis in the Hospitality Industry

Course Number: SHA02



Course Overview

Success in the hospitality and tourism industry is dependent on an organization's ability to identify and satisfy customers. High quality of service alone cannot guarantee success. An organization must also be able to accurately target and attract an interested client base. This course focuses on the importance of marketing as part of an organization's overall business strategy. It will explore the fundamentals of marketing as they apply to the hospitality and tourism industries. Participants will learn how to conduct a detailed market analysis, correctly target customers, and develop a highly effective marketing strategy that helps to increase market share.

Target Audience

This course is vital for hospitality professionals who are responsible for attracting a sustainable customer base to their organization. It is also instrumental for owners of large and small businesses who want to increase profits in a highly competitive industry.

Organizational Outcomes

Participants who complete this course will be able to:

- Understand and apply the fundamental aspects of modern marketing
- Design and implement a detailed environmental market analysis
- Determine the target customer base for their organization
- Develop a highly effective marketing strategy
- Make clear and decisive marketing choices
- Choose the most efficient advertising medium

Course Benefits

In this course, participants learn about:

- The decisive role that marketing plays in an organization
- The scope of marketing for an organization
- Value as it is applied to the hospitality industry
- Six steps in the marketing research process
- The concept and benefits of database marketing
- Consumer behavior and its impact on marketing research
- The SWOT model of data analysis

Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

Faculty Author

Judy A. Siguaw, D.B.A.
Professor
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Principles of Financial Accounting in the Hospitality Industry

Course Number: SHA03



Course Overview

Sound financial accounting practices are essential to the success of a hospitality organization of any size. Every year many restaurants and hotel ventures fail because managers and owners are unable to accurately track their financial performance. Without this information, they are unable to make the operational changes necessary to keep their business on track and profitable. Using a new restaurant simulation, participants in this course will learn fundamental accounting principles and how crucial the understanding and application of accurate, consistent financial accounting practices are to the viability and profitability of an organization.

Target Audience

This course is essential for professionals and entrepreneurs who need to be able to effectively manage the financial aspects of their operation.

Organizational Outcomes

Participants who complete this course will be able to:

- Determine an accurate picture of an organization's business history and financial state
- Effectively track and manage financial information
- Gather, understand, and share financial data within an organization
- Use an Integrated Accounting Spreadsheet (IAS) system to track the financial performance
- Utilize accounting reports to communicate the financial performance

Course Benefits

In this course, participants learn about:

- Fundamental accounting principles
- The structure and utility of a balance sheet
- The definition and purpose of various Uniform System of Accounts categories
- Proper classification of contributors
- Prepaid and accrued expenses
- Depreciation and amortization
- Balance sheets and cash flow statements
- Bad debt management

Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

Faculty Author

Robert M. Chase
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Managing Dynamic Teams

Course Number: SHA04



Course Overview

In an increasingly competitive market, one of the key characteristics shared by successful hospitality organizations is the effective use of employee teams. Well-managed teams increase productivity, innovation, and organizational efficiency, and produce high customer satisfaction. They also contribute to high customer retention and increased profitability. In this course, participants will learn proven techniques for creating and facilitating well-functioning, highly motivated, cohesive teams, dedicated to providing excellent customer service. This course will also focus on methods to engage, involve, and motivate team members to work together, accept higher levels of responsibility, and demonstrate high employee satisfaction and loyalty.

Target Audience

This course is essential for managers, supervisors, and team leaders at any level who manage employee teams.

Organizational Outcomes

Participants who complete this course will be able to:

- Create and manage a cooperative, dedicated team environment
- Establish effective team goals
- Facilitate the development of productive group norms
- Observe and assess the appropriateness of team communication and interaction
- Implement group decision making to focus employee interest and cultivate dedication
- Prepare and lead team meetings that increase productivity and innovation

Course Benefits

Participants who complete this course will be able to:

- Create and manage a cooperative, dedicated team environment
- Establish effective team goals
- Facilitate the development of productive group norms
- Observe and assess the appropriateness of team communication and interaction
- Implement group decision making to focus employee interest and cultivate dedication
- Prepare and lead team meetings that increase productivity and innovation

Certificate

This course is part of the following Master Certificate from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**

Faculty Authors

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Marketing Planning in the Hospitality Industry

Course Number: SHA05



Course Overview

Hospitality-related organizations are more likely to succeed when they can accurately identify the opportunities within the marketplace, understand the specific needs of their customers, and effectively promote their products or services. They understand the importance of defining customer demographics and effectively tailoring their product or service to attract, retain, and increase market share. In this course, participants will learn to identify a target market and develop a marketing mix involving product, price, promotion, distribution, and location. They will also learn how to create a strategic position based on product development and a brand identity that distinguishes the organization from its competitors.

Target Audience

This course is vital for hospitality managers and entrepreneurs who need to learn how to identify, attract, and increase market share.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify a target market for their product or service
- Determine a strategic position within a target market
- Tailor a product or service to customer needs
- Reach a higher volume of customers at an efficient cost
- Develop appropriate pricing and identify the best location within a given market
- Determine the demographic characteristics of a market and adapt promotions to it
- Design an effective promotional campaign

Course Benefits

In this course, participants learn about:

- Target markets and strategic positioning
- Service and augmented product concepts
- New product development
- Product identification and branding
- Measurable components of service quality
- Price as a determinant of market demand
- Location and sight selection
- Two dimensions of distribution in the hospitality industry
- Advantages and disadvantages of principle distribution channels
- Direct marketing and sales promotion

Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

Faculty Author

Judy A. Siguaw, D.B.A.
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Managerial Accounting in Action

Course Number: SHA06



Course Overview

Leading hospitality organizations achieve success and sustain profitability by constantly analyzing financial reports and monitoring revenue and expenses. They use income statements to identify discrepancies between projected and actual profits, and cost-volume-profit (CVP) analysis to compare and project profits. This course takes participants beyond the fundamentals of financial accounting to the interpretation of financial information instrumental to an organization's ability to monitor productivity and profitability. In this course, participants will learn how to measure business performance using a variety of key financial reports. They will also study cost-volume-profit analysis and operational planning processes instrumental to sustained organizational growth and success.

Target Audience

This course is essential for managers, supervisors, and entrepreneurs in the hospitality industry who want to gain a comprehensive understanding of financial accounting and how it can be used to make an organization more profitable.

Organizational Outcomes

Participants who complete this course will be able to:

- Use financial information to make better management decisions and increase profitability
- Calculate sales needed to reach desired profit levels
- Conduct a cost-volume-profit (CVP) analysis to compare and project profits
- Identify the effects of changes in fixed, mixed, and variable costs on profits
- Use an income statement to identify discrepancies between projected and actual profits
- Perform internal and external comparative analyses

Course Benefits

In this course, participants learn about:

- Classification of fixed, mixed, and variable costs
- Income statements as a tool of analyzing cost behavior
- Accounting metrics for measuring desired profitability
- Constructing a CVP (cost-volume-profit) graph
- Cost-volume-profit analysis to compare and project profits
- Relationships between cost, volume, and profit
- Internal and external factors affecting profit
- Internal and external comparative analyses
- Managerial accounting practices

Certificate

This course is part of the following Master Certificate from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**

Faculty Author

Robert M. Chase, Ph.D.
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Understanding Financial Statements

Course Number: HAME513



Course Overview

In order for organizations to succeed, leaders and managers must be able to accurately interpret and utilize financial reports. They must also be able to assess the overall financial performance of the organization, a particular department, or the competition, and then convey the organization's financial condition to its constituents. In this course, participants will learn how to read and interpret income statements, balance sheets, and cash flow statements. By understanding the information contained in each of these key reports, participants will have a solid foundation upon which to base more advanced analysis of their firm's financial performance.

Target Audience

This course is necessary for all professionals who deal with financial reports and need to understand how to accurately interpret and use the data to improve efficiency and productivity for their department and organization.

Organizational Outcomes

Participants who complete this course will be able to:

- Understand and interpret the information found in the three principle financial statements
- Understand how the three reports relate to one another and how they are combined (with additional information) to serve as an annual report
- Work with online sources of financial information to conduct research on publicly traded firms and industries

Course Benefits

In this course, participants learn about:

- The structure and purpose of income statements, balance sheets, and cash flow statements
- Line-by-line interpretation of income statements, balance sheets, and cash flow statements
- Leading online sources of publicly available financial information
- The function and components of an annual report

Certificate

This course is part of the following certificates:

- **Financial Management for Making Business Decisions**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

This course is an elective in the following Master Certificates:

- **Foodservice Management**, from Cornell University's School of Hotel Administration
- **Essentials of Hospitality Management**, from Cornell University's School of Hotel Administration

Faculty Authors

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Scott Gibson, Ph.D.
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Using Ratio Analysis to Evaluate Financial Performance

Course Number: HAME514



Course Overview

The ability of an organization to analyze its financial position is essential for improving its competitive position in the marketplace. Through a careful analysis of its financial performance, the organization can identify opportunities to improve performance at the department, unit, or organizational level. In this course, participants will learn to use several ratio analysis instruments to achieve a comprehensive understanding of a firm's financial performance and how the information can be used as a foundation upon which to design and implement initiatives for increased productivity and profitability.

Target Audience

This course is necessary for all professionals who deal with financial reports and need to understand how the data can be analyzed to accurately assess their organization's financial strength.

Organizational Outcomes

Participants who complete this course will be able to:

- Use ratio analysis to identify areas of strong financial performance and those that need improvement
- Accurately assess the financial performance of a department, unit, or organization relative to its competitors or to its own past performance

Course Benefits

In this course, participants learn about:

- The purpose and methods of asset management ratios
- Asset management ratios as a tool for evaluation and improvement
- Liquidity, coverage, and leverage ratios as tools for assessing short and long-term solvency
- Profitability ratios and Dupont analysis as instruments for determining profitability
- Equity price multiples and enterprise value multiples as devices for computing valuation

Certificate

This course is part of the following certificates:

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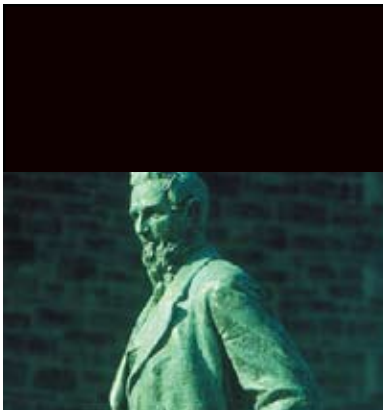


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In 1865 Ezra Cornell had a vision.

"I would found an institution where any person can find instruction in any study."
Also established as a New York State land grant college Cornell University has an extension and outreach mission, unique to the Ivy League.

eCornell is the next step in achieving the vision.

Representative Client List:

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North Shore - Long Island Jewish Health Systems
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Starbucks
Starwood Hotels & Resorts Worldwide
Shangri-La Hotels & Resorts
YMCA of the USA

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